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## Mediation Innovations

By Matilda Bannerman-Richter



With another year under its belt, the SPB's State Employee Mediation Program (SEMP) continues to move steadily into high gear. This innovative program

provides mediation services to assist state employees in resolving workplace conflicts through a structured, collaborative problem solving process. Currently SEMP boasts a success rate of over 90% in resolving workplace disputes.

As the newest addition to SEMP, I serve as the Program Manager and come with a background in mediation, EEO, training and disability evaluation and I look forward to

promoting SEMP and making the program even more accessible. We recently completed a Volunteer Mediator training session that added 28 volunteer mediators and 12 new participating departments to our program. With our increased resources, SEMP is poised to provide its services to a greater number of state departments, agencies and employee representative groups.

We are also excited about plans to integrate mediation, as an additional option, into SPB's Appeals processes. This new, voluntary (both parties must agree) option would not abridge any rights currently afforded disputing parties; in fact, it actually enhances the available choices for resolving various types of complaints including discrimination and

See *MEDIATION*, page 2

## SPB Sponsors Critical Need Guide

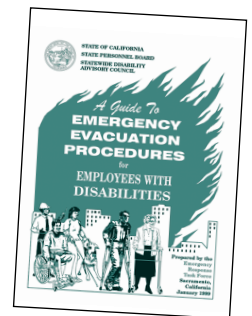
By Evan Gerberding

Everyone has a right to safety during an emergency...young or elderly, male or female, able or impaired.

That is the principle on which *A Guide to Emergency Evacuation Procedures for Employees with Disabilities* was created.

The California Statewide Disability Advisory Council (SDAC) realized a few years ago that employees with disabilities were raising numerous emergency evacuation concerns. These employees represented a wide range of disabilities and covered an equally wide range of issues. The SDAC took action, formed a task force, and with funding made available through the State Personnel Board, printed an initial issue of 10,000 copies of *A Guide to Emergency Evacuation Procedures for Employees with Disabilities*.

The creation of this comprehensive guide fills a state and nationwide void. From policy and procedure to nuts and bolts implementation, no other document has so thoroughly addressed



See *SPB SPONSORS*, page 2

*MEDIATION continued from page 1*

reasonable accommodation complaints as well as disciplinary appeals cases. If both parties agree to mediate, a mediation will be promptly arranged to occur before any scheduled hearing date. While not all appeals are appropriate for mediation, some issues cry out for a confidential, collaborative solution rather than a public, adversarial process.

Another new SEMP venture will focus on the use of mediation to resolve disputes that arise when an employee is no longer able to perform his/her job due to a medical impairment. There is a critical need for an alternative process that can be called upon for prompt resolution of medical cases that otherwise might languish in multiple forums, especially since these multiple forums could potentially render conflicting determinations.

We anticipate an action packed year here at SEMP and urge you to “stay tuned” for future updates about the program. If you have any questions about SEMP or would like to schedule a presentation for your department, please contact Matilda Bannerman-Richter at (916) 653-1403. ■

## State Employment Health Questionnaire

By Bruce Monfross

Assembly Bill 2222, which became effective January 1, 2001, made several significant amendments to California’s Fair Employment and Housing Act (FEHA).<sup>1</sup> One of these amendments concerns the type of medical disclosures that employers can require of job applicants after a conditional job offer has been extended to the applicant. More specifically, Government Code section 12940 now provides, in pertinent part, that

It shall be an unlawful employment practice, unless based upon a bona fide occupational qualification, or, except where based upon applicable security regulations established by the United States or the State of California:

(e) (1) Except as provided in paragraph (2) or (3), for any employer or employment agency to require any medical or psychological examination of an applicant, to make any medical or psychological inquiry of an applicant, to make any inquiry whether an applicant has a mental disability or physical disability or medical condition, or to make any inquiry

<sup>1</sup> Government Code § 12920 et seq.

See QUESTIONNAIRE, page 7

*SPB SPONSORS continued from page 1*



the needs of emergency evacuation plans for people with disabilities. The scope is complete and goes full circle:

from prevention to pre- and post-emergency planning and recovery. This guide identifies issues and topics that, in the past, have been overlooked.

The guide also embraces key issues such as:

- obtaining input from employees with disabilities
- identifying people needing assistance
- use of emergency aides
- training
- drills
- loss of adaptive mobility equipment during evacuation
- location of people with disabilities
- roles of security guards

Approaches to these issues are then offered to help departments review, expand and/or improve their own emergency plans to assure that emergency evacuation needs of people with disabilities are met. This is all done in a way that uses positive disability portrayals, increases disability awareness, maximizes options and maintains respect for everyone.

For your copy of “A Guide to Emergency Evacuation Procedures for Employees with Disabilities”, call (916) 651-6717 or download the full color version from SPB’s web site, [www.spb.ca.gov/svcgen/DISSEvac.pdf](http://www.spb.ca.gov/svcgen/DISSEvac.pdf). ■

# BILINGUAL SERVICES PROGRAM

By Juana Lopez-Rodriguez

On December 15, the Bilingual Services Program Unit (BSPU) conducted two informational forums with State Department representatives regarding the provisions of the Dymally-Alatorre Bilingual Services Act (Act) which was enacted by the Legislature in 1973. The Act was passed in recognition that the effective maintenance and development of a free and democratic society depends on the right and ability of its citizens and residents to communicate with their government and the right and ability of the government to communicate with them. The presentations discussed the specific mandates to state agencies directly involved in furnishing information or rendering services to the public. Where such contact is made with a

substantial number of non-English-speaking people, the Act requires state agencies to:

- employ qualified bilingual staff in public contact positions
- provide materials explaining services in any non-English language spoken by a substantial number of the public served by the agency
- notice the availability of any materials explaining services which have been translated into any non-English language
- distribute applicable written materials in the appropriate non-English language through its local



offices or facilities or, as an alternative, furnish translation aids, translation guides, or provide assistance at local offices in completing English forms or questionnaires and in understanding English forms, letters or notices.

Approximately 50 departments attended the informational forums, which included a question and answer period that provided helpful answers and encouraged information sharing among state agencies. Departments learned about the Program's plans to conduct informational hearings in San Francisco, Sacramento and Los Angeles to learn directly from state agencies; community based organizations, private sector and the public how well the State is complying with the provisions of the Act. Additionally, the Program kicked off two task forces, one comprised of community based organizations representing

See BILINGUAL SERVICES, page 5

Agency	Contact	Phone #	E-mail
Health and Human Services	Rose Liu	916-651-8417	RLIU@spb.ca.gov
Industrial Relations Agency	Rose Liu	916-651-8417	RLIU@spb.ca.gov
Business Transportation and Housing	Carole Ludlum	916-651-8374	CLUDLUM@spb.ca.gov
Environmental Protection	Ignacio Armenta	916-651-6690	IARMENTA@spb.ca.gov
Youth and Adult Correctional Agency	Ignacio Armenta	916-651-6690	IARMENTA@spb.ca.gov
Resources Agency	Eduardo Tarifa	916-653-7178	ETARIFA@spb.ca.gov
State and Consumer Services Agency	Eduardo Tarifa	916-653-7178	ETARIFA@spb.ca.gov

If you need any assistance in this area, please feel free to contact Holly Bohnenstiehl at (916) 651-8220 or you may contact your program staff directly at left.

## Lie Detectors: Candidates Tend to Inflate Self-Ratings

by Mike Willihnanz

Point method supplemental applications, in which candidates self-rate the level or extent of their experience performing the critical tasks of the job, or their possession of the important knowledge, skills, and abilities of the job, have become increasingly popular selection instruments within

State service. Whether using the paper-and-pencil format or the Internet format, agencies have become quite enamored with this relatively low-cost, quick, easy, and efficient approach to assessing candidates' prior training and experience.

Despite their popularity and apparent advantages however, self-rating supplemental applications suffer from several deficiencies. Most notably, they are relatively poor predictors of job success. The marginal validity of this assessment technique has been well documented in the research literature. Additionally, they are susceptible to exaggeration or rating inflation by candidates.

A recently completed study by the Test Validation and Construction (TV&C) Unit has confirmed that candidates do exaggerate their qualifications when completing self-rating supplemental applications. In the TV&C study, candidates used a rating scale to indicate the extent of their experience performing several job tasks. Scale values ranged from *"I have no education, training, or experience per-*

*forming this task"* (worth 0 points) to *"I have performed this task and trained or instructed others in a work setting"* (worth 3 points). The greater the amount of experience candidates claimed to possess, the higher their final score would be.



The findings of the study revealed that 62 of the 91 (68%) candidates who completed the supplemental application claimed to have experience performing job tasks which were purely fictitious. Furthermore, those candidates who claimed to have the greatest amount of experience performing the fictitious tasks, were also the candidates who claimed to have the greatest level of experience performing the legitimate tasks. This finding suggests

that in addition to claiming experience that does not exist, candidates were likely inflating their experience ratings on the real job tasks.

A study finding which is of particular interest is the fact that a relatively

large difference was found between the mean scores of the candidates who did inflate their self-ratings ( $M = 44.79$ ) and those candidates who did not inflate or exaggerate their ratings ( $M = 26.59$ ). Consequently, it is possible that those candidates who achieved the highest scores on the self-rating supplemental application are not really the best qualified candidates for the job, but rather, are the candidates who inflated their experience ratings to the greatest extent. These results, coupled with the low validity associated with self-rating supplemental applications, raise the question as to whether employers can have confidence in a point

method supplemental application exam process.

For more detailed results of the study, contact Mike Willihnanz of the Test Validation & Construction Unit at (916) 654-1672 or [mwillihnanz@spb.ca.gov](mailto:mwillihnanz@spb.ca.gov). ■



## YOU HAVE A RIGHT TO BLOW IT

By Bruce Monfros

State employees and applicants who believe they have been subjected to improper employment actions as a result of “Whistleblowing” have appeal rights to the State Personnel Board.

What is “Whistleblowing”?

*Whistleblowing means disclosing an improper governmental activity, or disclosing information that an employee or applicant refused to obey an illegal order or directive.*

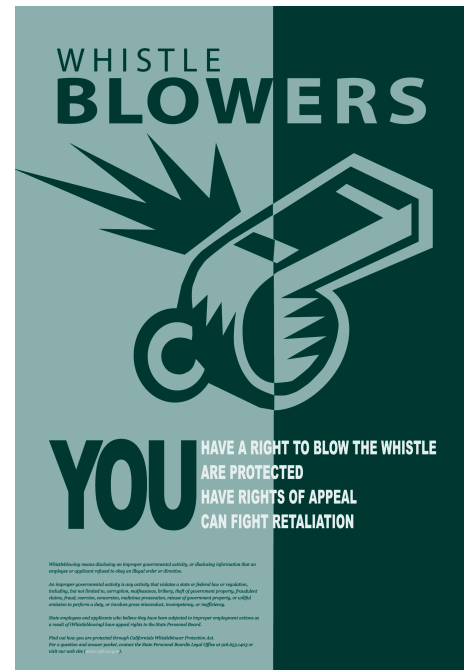
A disclosure is “protected” if it is a good faith communication that discloses or demonstrates an intent to disclose information that may indicate either (1) an improper governmental activity, or (2) any condition that may significantly threaten the health or safety of employees of the public if the disclosure or intention to disclose was made for the purpose of remedying that condition.

An “improper governmental activity” is any activity that violates a state or

federal law or regulation, including, but not limited to, corruption, malfeasance, bribery, theft of government property, fraudulent claims, fraud, coercion, conversion, malicious prosecution, misuse of government property, or willful omission to perform a duty, or involves gross misconduct, incompetency, or inefficiency.

An “illegal order” is any directive to violate or assist in violating a federal, state, or local law, rule, or regulation, or an order to work or cause others to work in conditions outside their line of duty that would unreasonably threaten the health and safety of other employees or the public.

For an informational packet on Whistleblower complaints, rights of appeals and protections, contact SPB’s Legal Office at (916) 653-1403 or download the question and answer packet from SPB’s web site, [www.spb.ca.gov](http://www.spb.ca.gov). ■



*BILINGUAL SERVICES continued from page 3*

individuals who access and/or need bilingual services and the other comprised of state agencies responsible for the provision of such services. Both task forces are expected to share valuable insight and offer suggestions for improvement. We are particularly interested in hearing how the State Personnel Board can assist departments in understanding and meeting their responsibilities. Stay tuned in future editions for the latest on the hearings and task force findings.

Many departments expressed concerns with the availability of certified and non-certified interpreters, need for bilingual oral fluency exam services, and resources available for translation of materials. The program plans to develop and provide written guidance to departments on these matters in the near future.

Finally, the 1999-2000 language survey report is in the final stages of review. Program staff will be contacting all agencies to learn of their progress on correcting any deficiencies noted in the survey and to offer assistance in complying with the Act provisions. ■

## SPB Continues to Challenge MOU Discipline Procedures that Violate the Constitution

By Dorothy Egel



Article VII of the California Constitution mandates that the State Personnel Board “review discipli-

nary actions.” On January 25, 2001, the SPB initiated legal action to assure continued merit oversight by the SPB over disciplinary appeals. The lawsuit seeks to stop the use of final and binding grievance and arbitration procedures that result in final, unappealable decisions on disciplinary appeals involving employees in State Bargaining Units 11 (Engineering and Scientific Technicians), 12 (Crafts and Maintenance) and 13 (Stationary Engineers).

Under the Unit 11 MOU, employees who receive adverse actions or rejections during probation involving drugs or alcohol are prohibited from appealing those actions to the SPB, but must instead submit to a grievance procedure that does not provide an evidentiary hearing and is not subject to any review by the SPB. Under the Units 12 and 13 MOUs, employees who receive “minor” adverse actions are prohibited from appealing these disciplinary

actions to the SPB, but must instead follow a grievance procedure that culminates in a Board of Adjustment (BOA) proceeding that is non-evidentiary, bars any attorney representation, and results in final, unappealable “decisions” that simply state the end result of the proceeding. The BOA is not bound by law.

For “major” adverse actions, the same process applies if the employee agrees to waive the right to appeal to the SPB. In the event of a deadlock among BOA panelists, the action is sustained and the union has sole authority to appeal the BOA decision to private arbitration. If the case goes to private arbitration, the arbitrator’s decision is final and binding and not subject to review by SPB or the courts, except in very limited circumstances.

A similar lawsuit challenging the disciplinary provisions of the Unit 8 MOU was filed by the Association of California State Attorneys and Administrative Law Judges (ACSA) (now California Attorneys, Administrative Law Judges and Hearing Officers in State Employment) in 1999. The Sacramento Superior

Court found those provisions unconstitutional for failure to provide for ultimate and meaningful review by the SPB. That case is currently pending before the Third District Court of Appeal.

Also pending in Superior Court is a lawsuit by the International Union of Operating Engineers seeking to compel the State Controller to implement grievance and arbitration decisions rendered in discipline cases under the Unit 12 MOU. The State Controller has declined to recognize the validity of BOA decisions that modify dismissals to suspensions. ■

QUESTIONNAIRE continued from page 2

regarding the nature or severity of a physical disability, mental disability, or medical condition.

(2) Notwithstanding paragraph (1), an employer or employment agency may inquire into the ability of an applicant to perform job-related functions and may respond to an applicant's request for reasonable accommodation.

(3) Notwithstanding paragraph (1), an employer or employment agency may require a medical or psychological examination or make a medical or psychological inquiry of a job applicant after an employment offer has been made but prior to the commencement of employment duties, *provided that the examination or inquiry is job-related and consistent with business necessity* and that all entering employees in the same job classification are subject to the same examination or inquiry....

As a result of this amendment, the State Personnel Board's "Personnel Management Policy and Procedures Manual" (PMPPM), Section 375, has been rescinded, to the extent that it requires Departments to utilize the State Employment Health Questionnaire (STD 610 HQ (REV. 5-96)) for those positions that do not require a physical examination prior to placement. However, if Departments are requiring only certain positions in a specific classification to undergo physical examinations, the amended law may require the Department to re-think this policy and either require all positions within the classification to undergo a physical examination, or require no positions within the classification to do so. Each Department should consult with its own legal division if they have questions in this regard.

No regulations have yet been issued by the Fair Employment and Housing Commission concerning what medical inquiries can be made under the amended law. In the interim, however, the Board has posted on its website ([www.spb.ca.gov/svcgen/Formsrd.cfm](http://www.spb.ca.gov/svcgen/Formsrd.cfm)) a new health questionnaire that we believe conforms to the amended law, as well as instructions for its use.

At this time, the Board is not requiring Departments to use the new health questionnaire, or any health questionnaire at all. Instead, the new questionnaire provided by the Board is designed to provide guidance to Departments that still desire to use a health questionnaire, but are unclear as to what questions they can ask. Departments are also free to develop their own health questionnaire.

The new questionnaire developed by the Board is designed as an interim measure, and the Board is soliciting input from the Departments and employee organizations concerning any recommendations they may have to improve the questionnaire. In addition, the Board is forming a Task Force of interested parties to address the health questionnaire issue. After we have had a chance to review feedback provided by the Departments and employee organizations, and the recommendations of the Task Force, a determination will be made as to what type of health questionnaire, if any, will be required in the future. ■

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Questions, comments or suggestions about Shared Solutions can be directed to:

**Evan Gerberding**

Phone: (916) 657-2904

E-mail:

[egerberding@spb.ca.gov](mailto:egerberding@spb.ca.gov)

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## TV&C Corner



### TV&C Welcomes New Staff Members...

TV&C is pleased to announce the addition of its newest staff members, Mabel Miramon and Robin Bogdanich. Prior to joining TV&C, Mabel was a supervisor in the Human Resources Department of Riverside County. She holds a Master's Degree in Research Psychology from California State University Long Beach. Robin comes to TV&C from the

Department of General Services where she was an analyst in the Exam Unit. Robin holds a Bachelor's Degree in Human Resources and Strategic Management from California State University Sacramento. Please join us in welcoming Mabel and Robin!

### FREE Consultation Offered...

TV&C is interested in expanding its research into supplemental applications. If your agency is planning to administer a supplemental application in the near future, and is interested in collaborating with TV&C on a research project, we would like to hear from you. The TV&C unit will provide free consultation and assistance in exchange for your help. Please contact Mike Willihnganz for additional information.

### FREE Training Available...

TV&C is available to provide complimentary training on a variety of topics such as recruiting, conducting hiring interviews, and interpreting SPB's bottom line hiring report. Contact Mike Willihnganz for more information about available topics.

### Getting Technical with TV&C...

TV&C continues to offer its publication series for selection analysts and assessment professionals - *Getting Technical with TV&C*...The goal of *Getting Technical* is to discuss and explain some of the more technical aspects of assessment and measurement in an understandable and practical manner. Previous topics have included Standard Scores, Multiple Choice Exams, and Item Analysis Data. The Spring 2001 edition of *Getting Technical* provides an introduction to the development and use of supplemental applications. This FREE publication is available in hard-copy format by contacting any member of TV&C, or via the TV&C web page.

### Upcoming Professional Development Opportunities...

Western Region Intergovernmental Personnel Assessment Council (WRIPAC) will hold its next meeting and training seminars May 23-25 in San Jose. The International Personnel Management Association-Assessment Council (IPMAAC) will hold its annual conference June 10-14 in Newport Beach. Contact Mike Willihnganz for more information about either of these upcoming events, or to inquire about membership in WRIPAC.

TV&C staff continue to be available to assist you with a variety of testing and selection topics, so if you have questions, concerns, or issues with which we can assist, please don't hesitate to call upon us - we are only a phone call or e-mail message away! ■

Mike Willihnganz (916) 654-1672

[mwillihnganz@spb.ca.gov](mailto:mwillihnganz@spb.ca.gov)

Shelley Langan (916) 654-8538

[slangan@spb.ca.gov](mailto:slangan@spb.ca.gov)

Jessica Valdez (916) 653-1143

[jvaldez@spb.ca.gov](mailto:jvaldez@spb.ca.gov)

Mabel Miramon (916) 654-1401

[mmiramon@spb.ca.gov](mailto:mmiramon@spb.ca.gov)

Robin Bogdanich (916) 654-6341

[rbogdanich@spb.ca.gov](mailto:rbogdanich@spb.ca.gov)

Hilary Tuttle (916) 651-6690

[htuttle@spb.ca.gov](mailto:htuttle@spb.ca.gov)

TV&C webpage address:

<http://www.spb.ca.gov/tvchome.htm>

## Congratulations from TV&C

Looking back to the December issue of *Shared Solutions*, TV&C would like to thank our TV&C Interview Intricacies players. Congratulations to the following winners of Interview Intricacies:

### Carol VanAmburg

Department of Corrections

winner of one SPB training course

### Linda Arviso

Agricultural Labor Relations Board  
winner of *TV&C's Development & Use of Structured Employment Interviews* manual

### Colleen Graham

Department of General Services

winner of one hour of consultative assistance with a TV&C staff member

Continuing in our tradition, TV&C has come up with another puzzle for your gaming pleasure. See the last page of this issue of *Shared Solutions* to find our latest puzzle and, good luck! ■



## Sample Options Letter and Board Mediation Services for Resolving Medical/Employment Issues

By Karen Brandt

Existing law requires an appointing power to make a reasonable accommodation to the known physical or mental limitations of an otherwise qualified applicant or employee who is an individual with a disability, unless the



appointing power can demonstrate that the accommodation would impose an undue hardship on the operation of its program. Effective January 1, 2001, the California Fair Employment and Housing Act was modified to require an appointing power to engage in a flexible, interactive process with an employee who may need an accommodation in order to determine whether the employee is entitled to an accommodation and, if so, what sort of reasonable accommodation would be appropriate.

The State Personnel Board is participating on a Disability Task Force,

which consists of representatives of various departments, including the California Public Employees' Retirement System (PERS), Department of Corrections (CDC), Department of Industrial Relations (DIR), Department of Mental Health (DMH), Department of Fair Employment and Housing (DFEH), Department of Personnel Administration (DPA), and State Compensation Insurance Fund (SCIF), and various employee organizations, including the California Association of Highway Patrolmen (CAHP), California Correctional Peace Officers Association (CCPOA), California State Employees Association (CSEA), and California Union of Safety Employees (CAUSE). The Task Force is reviewing a number of issues relating to employees who have medical conditions that may affect their ability to perform their job duties.

The Disability Task Force has drafted a sample Options Letter, which can be used by an appointing power to apprise an employee, who appears to have a medical condition that impairs that employee's ability to perform the duties of his or her position, of the various options available to the employee, and to invite the employee to engage in an interactive process to develop an appropriate plan to resolve the employee's work-related medical issues. The sample Options Letter may be modified by an appointing power to fit the particular medical and rea-

sonable accommodation issues that may exist in each individual case.

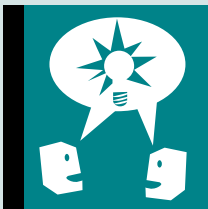
The Board strongly encourages appointing powers to inform employees with medical conditions that may impair their ability to perform their job duties of their available options in a non-adversarial Options Letter and to engage in a flexible interactive process with employees to resolve medical/employment issues.

For appointing powers and employees who would like assistance when engaging in the interactive process, the Board offers mediation services through its State Employee Mediation Program, in which the participants may engage in confidential discussions with the help of an impartial, trained mediator who will assist the appointing power and the employee in finding a mutually acceptable resolution of reasonable accommodation and other medical/employment issues. The Board strongly encourages appointing powers and employees to utilize the Board's mediation services to facilitate the interactive process where the parties agree that mediation would assist them in resolving medical/employment issues.

Anyone who would like a copy of the sample Options Letter or more information about the Board's mediation services may contact Karen Brandt at 653-1403 or [kbrandt@spb.ca.gov](mailto:kbrandt@spb.ca.gov). ■

# Test Talk

## A Professional Development Program



The Test Validation and Construction (TV&C) Unit continues to offer *TestTalk*, a lunch-hour, drop-in

program providing testing professionals with opportunities to expand their testing expertise, share ideas, and network with other testing professionals. All *TestTalk* sessions are FREE, and

Month	TestTalk 2001 Topics
May 9	"Quantifying and Marketing the Value of Sound Selection Practices"
July 18	"TV&C and QA: Available Services to Help Improve Your Selection Program"
September 12	"Writing Skills Assessment: Principles and Approaches" Half-Day Seminar ❖ 8:30am to Noon ❖ FREE!
November 14	"Recruiting and Retaining Gen Xers"

the following *TestTalk* topics remain on the 2001 schedule.

All *TestTalk* sessions are held at the State Personnel Board, 801 Capitol Mall, Room 150. No registration is

necessary to attend any of the sessions - simply join us! For more information on this exciting program, contact Mike Willihnganz at (916) 654-1672 or by e-mail at [mwillihnganz@spb.ca.gov](mailto:mwillihnganz@spb.ca.gov). ■

## Programming Enhancements to the On-Line Scoring System Underway... by Shelley Langan

A task force of SPB staff, including staff from TV&C, Exam Services, Quality Assurance, and Information Systems, is currently finalizing the design and implementation of several programming revisions for SPB's On-Line Scoring System. These programming revisions are intended to enhance the on-line system's processing of candidate data and have been carefully designed to be extremely "user friendly."



The planned programming revisions will provide for:

(1) the automatic standardization of individual exam component raw scores when scoring models comprised of multiple, weighted components are utilized (for example, a selection process comprised of a written examination, weighted 50%, and an interview, weighted 50%)

(2) the use of three-digit interview scores, ranging from 0 to 999

The programming enhancements will run "behind the scenes" during the RZ phase of candidate scoring when the on-line system is processing candidate test data and calculating final scores in a selection process. It is anticipated that these programming changes will be implemented this Spring.

Additional information about these programming enhancements will be made available through the on-line system once they are implemented. Any questions can be directed to Shelley Langan at [slangan@spb.ca.gov](mailto:slangan@spb.ca.gov). ■

## Leap Into Action

By Judy Callahan

The Limited Examination and Appointment Program (LEAP) is boosting its efforts to increase participation of people with disabilities in examinations. At the forefront is a promotional effort aimed at managers and supervisors. Coming soon, to a bulletin board near you, is a poster illustrating the benefits of the LEAP. The poster will serve as a reminder to consider qualified candidates with disabilities for vacancies, to demonstrate a commitment to providing equal employment opportunity.

The LEAP classifications are also being expanded to provide greater hiring opportunities. New LEAP classes will include: Accounting Technician, Assistant Information Systems Analyst, Office Technician, and Staff Services Analyst. Testing for these additional classes begins in fiscal year 2001/2002.

To increase access to State examinations for people with disabilities, the SPB will soon begin continuous testing for the following LEAP classes:

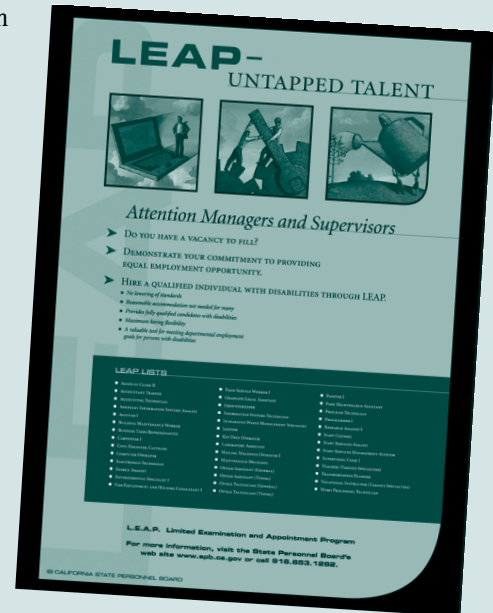
- Computer Operator
- Information Systems Technician
- Janitor
- Programmer I

Conversion to continuous testing for other LEAP classifications is scheduled for fiscal year 2001/2002.

Another tool to help SPB kick off a major promotion of the LEAP program involves contracting with a marketing and research firm to conduct an opinion survey aimed at hiring supervisors and managers. The study will help define any obstacles that are currently standing between qualified LEAP candidates and a good job match. Based on the information uncovered in the survey, SPB will be able to lay the groundwork for a vigorous marketing campaign that will hopefully bring LEAP to a top of mind position with key hiring personnel.

To assist departments in utilizing LEAP, the SPB will be updating and placing the LEAP manual on the State Personnel Board's website, [www.spb.ca.gov](http://www.spb.ca.gov).

If you have any questions regarding the LEAP, please contact Sandra Estrada, Statewide LEAP Coordinator, at [sestrada@spb.ca.gov](mailto:sestrada@spb.ca.gov) or (916) 653-1262 or TDD (916) 653-1498. ■



## On-Line Learning

By Gina McCann



On-line training allows us to educate our system users on a continual basis. At this time, training dates have been set through the month of June, 2001, however, they are always subject to change. We also maintain a waiting list for on-line training courses to utilize when new classes are set or a cancellation provides an opening.

Prerequisites have been established to ensure that a course would be beneficial to an attendee. The prerequisites for taking an On-line Training course is that, one, you have your own SCO Log On ID for the On-line system and two, have utilized the system for a minimum of 6 months.

If interested in registering for an on-line training course or placing your name on a waiting list for a course, please contact our on-line scheduling coordinator, Katharine Cortenbach, at 653-1517 or [kcortenbach@spb.ca.gov](mailto:kcortenbach@spb.ca.gov). ■

The current On-line class schedule is as follows:

### March

21-23 Cert Class

### April

18-20 Cert Class

23-27 Exam Class

### May

16-18 Cert Class

### June

4-8 Exam Class

20-22 Cert Class

## Use Us

By Gina McCann

We are preparing to hold On-Line System User Group Meetings in the next couple of months. The user Group meetings are designed to bring forth to departmental personnel any changes to the on-line system as well as provide a networking environment where situations can be discussed, and possible ideas for solutions developed. These meetings provide us with the opportunity to meet personally with our customers and together determine how the on-line system can continue to meet everyone's needs. Therefore, the On-Line Consultation and Training team will be present at the meetings and available for any burning questions. The dates for these meetings are as follows:



March 15, 2001 - Sacramento

April 5, 2001 - San Francisco

May 1, 2001 - Los Angeles

The User Group Meeting in Sacramento will be held at the State Personnel Board, 801 Capitol Mall, Sacramento on March 15, 2001. We are looking for sites to hold

these meetings in the San Francisco and Los Angeles areas. If you are able to assist with providing a place in either of these areas or a close proximity to either area, please don't hesitate to contact us!

Please feel free to direct any suggestions, comments, or questions concerning the on-line system or on-line meetings to Scott Crouch at (916) 653-0567, Calnet 453-0567, or e-mail at [scrouch@spb.ca.gov](mailto:scrouch@spb.ca.gov), or Gina McCann at (916) 653-1345, Calnet (916) 453-1345, or e-mail at [gmcann@spb.ca.gov](mailto:gmcann@spb.ca.gov). ■

## CALIFORNIA'S ENERGY CHALLENGE

The energy challenge facing California is real.

California continues to experience electrical shortages and rolling blackouts throughout the State. To reduce the risk of power outages, the most important thing we can do in the short term is reduce our demand for electricity and use energy more efficiently.

The Governor and leaders of the California Legislature are working with utility companies, generators and consumer groups to fashion long-term solutions for reliable and affordable electricity. The State has already implemented a plan to reduce consumption by a minimum of eight percent across the board.

You have an important role to play right now. We in California have the power of nearly 35 million people and are the sixth largest economy in the world. By reducing our electricity demand we can help avoid shortages and lower energy bills. All you have to do is FLEX YOUR POWER.



Simple things that you can do right now to reduce demand and cut your own energy costs:

For Consumers	For Business	Tips for Kids and Teachers
<ul style="list-style-type: none"> <li>● Turn thermostats down to 68 degrees or below. Reduce settings to 55 degrees before going to sleep or when away for the day. (For each 1 degree, you'll save up to 5% on your heating costs.)</li> <li>● Turn off non-essential lights and appliances.</li> <li>● Avoid running large appliances such as washers, dryers, and electric ovens during peak demand hours from 5:00 a.m. to 9:00 a.m. and 4:00 p.m. to 7:00 p.m.</li> <li>● Close shades and blinds at night to reduce the amount of heat lost through windows.</li> <li>● Buy Energy Star appliances, products and lights.</li> </ul>	<ul style="list-style-type: none"> <li>● Turn thermostats down to 68 degrees or below. Reduce settings to 55 degrees at the end of the day.</li> <li>● Turn off all unnecessary lights, especially in unused offices and conference rooms and turn down remaining lighting levels where possible.</li> <li>● Set computers, monitors, printers, copiers and other business equipment to their energy saving feature, and turn them off at the end of the day.</li> <li>● Minimize energy usage during peak demand hours from 5:00 a.m. to 9:00 a.m. and 4:00 p.m. to 7:00 p.m.</li> <li>● Buy Energy Star appliances, products, and lights.</li> </ul>	<ul style="list-style-type: none"> <li>● Choose an energy monitor for your classroom every week who will make sure that energy is being used properly.</li> <li>● Start an "Energy Patrol" at school and at home. Check out the California Energy Commission's web site <a href="http://www.energy.ca.gov/education">www.energy.ca.gov/education</a> for more ideas</li> <li>● At home, hold a ribbon up to the edges of windows and doors. If it blows, you've found a leak. Tell your parents.</li> <li>● When you leave the room, turn off the light.</li> </ul>



## Joan Allison Returns Home

SPB's new Chief of the Administrative Services Division, Joan Allison, began her State career at the State Personnel Board in 1972, working for the Selection Consulting Center, an agency created to work with State and local government to understand and comply with provisions of Title VII of the Civil Rights Act.



Subsequently Joan worked for Merit System Services, within the Local Government Division of the State Personnel Board, with responsibility for providing technical assistance and oversight to eight Approved Local Merit System counties in southern California. Joan also worked within the Appeals Division at the State Personnel Board, initially as manager for intake and exam appeal functions and subsequently as manager of the Discrimination Complaint Unit.

Joan left the Board in 1985 and has held various personnel management, administrative services, and program positions in other departments, including the State Water Resources Control Board and the Department of Health Services.

Joan is a recognized expert in the area of equal employment opportunity and has served as a Special Consultant to the Board and other State agencies and departments on EEO issues and training programs. She is a graduate of New York State University at Albany, N.Y. with a degree in English and Journalism. Prior to working in the public sector, Joan worked for International Business Machines and for the New York Times.

SPB is thrilled to have Joan back on board!

## Your Source for Recruitment

The State Personnel Board is please to announce the upcoming release of the Recruitment Sources Directory (RSD) 2001 version. The RSD is a listing of a variety of State and other public employment and training agencies, community organizations, advocacy groups, schools, colleges and universities who have expressed interest in receiving State employment information. The information in this directory was compiled for the purpose of facilitating recruitment for State examinations.

The RSD will be available in printed format, on CD-ROM and as a .pdf document on the SPB web site. The Personnel Board anticipates the directory will be available for distribution by mid-April 2001. To reserve a copy, each State agency will have to complete a RSD

Directory/Subscription Order form, which will be available soon from the SPB web site at <http://www.spb.ca.gov/svcgen/recsrcrd.cfm>.

If you have any questions regarding the RSD, please contact the Recruitment and Employment Services Unit at (916) 657-2103 or e-mail at [www.StateRecruit.ca.gov](http://www.StateRecruit.ca.gov).



## Getting Personal with Personnel

By Evan Gerberding

While representatives of SPB are out in the community at job fairs and other recruitment events, we're often asked, "What does the State Personnel Board do?" Well, as our name implies, we're responsible for many of the personnel issues within State government. That includes ensuring that employment decisions are based on merit, through a competitive examination process.

SPB also serves as a type of advertising agency for most of the State jobs available throughout California. We post these job announcements, along with information on how to get a State job, job specifications, special

recruitment announcements, the on-line State application form, on-line Internet exams, employment programs for persons with disabilities and links to other departments and employment sites, all on our web site, [www.spb.ca.gov](http://www.spb.ca.gov).



In addition, The State Personnel Board provides selection, classification, appellate, goal setting, training, bi-lingual services, quality assurance and

consultation services to State departments and employees.

SPB is led by a five-member Board appointed by the Governor and confirmed by the Senate for ten-year terms. Meeting bi-monthly, the Board is responsible for establishing and altering classifications, adopting personnel rules and policies, administering the selection plan, resolving disciplinary and merit related examination and appointment appeals and resolving discrimination and whistleblower complaints.

In future editions of *Shared Solutions*, look for more feature articles on specific units within SPB. ■

## New Upward Mobility Regulations

By Judy Callahan

An Upward Mobility Program is an important part of a department's overall employment program. It can help meet a department's labor needs in hard-to-recruit areas. It can motivate employees to improve their skills, increasing their value to a department and it can help a department increase its diversity in technical, professional and administrative jobs.

New SPB Regulations, 547.82-547.87, went into effect on December 22, 2000, clarifying departmental responsibilities for having an effective upward mobility program. As specified in the regulations, departments are to appoint an upward mobility program coordinator and develop and maintain a written upward mobility plan. Additionally, departments are required to annually establish upward mobility goals reflecting the number of expected appointments of employees in low-paying occupations to positions in entry technical, professional, and administrative classifications during the fiscal year. Instruction for developing upward mobility goals will be included in the SPB's annual Goals and Timetables training scheduled for April 10 and 11, 2001.

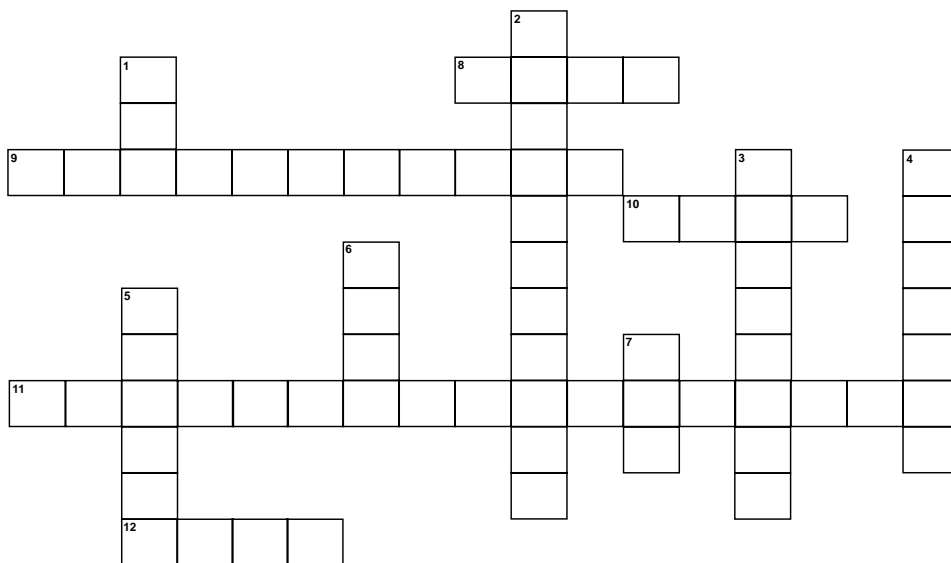
If you need further information about the upward mobility regulations, please contact Ted Edwards, Manager, Civil Rights Programs Unit, at (916) 653-1276, TDD (916) 653-1498, or [tedwards@spb.ca.gov](mailto:tedwards@spb.ca.gov). ■

# Testing Essentials Crossword Puzzle

TV&C presents its latest puzzler which tests your knowledge of testing essentials. Complete the crossword puzzle below and submit it to TV&C to be entered in a drawing to win one of our fabulous prizes, again selected especially for you by the TV&C staff. All winners will be selected randomly from the pool of correct entries.

## Down

1. The home of TV&C
2. A test's consistency
3. A test's accuracy
4. \_\_\_\_\_ impact, a substantially different rate of selection working to the disadvantage of a race, sex, or ethnic group
5. \_\_\_\_\_ v. Duke Power Company, ruled that employer practices with 4 Down must be shown to have business necessity
6. The "question part" of a test item
7. The correct answer to a test item



## Across

8. Connecticut v. \_\_\_\_\_, ruled that each step in an exam process must be assessed for 4 Down
9. A method for establishing the content validity of an exam
10. The average test score
11. The document establishing federal position on the prevention of discrimination in selection
12. Individuals whose input is necessary for exam development

Be sure to complete and submit the following information with your entry:



Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Department: \_\_\_\_\_

Department Address: \_\_\_\_\_

## PRIZES:

- One free registration for a one-day SPB Selection Analyst training course
- A free Getting Technical with TV&C Publication series
- A free copy of TV&C's Development & Use of Structured Employment Interviews manual

Entries must be received by April 13, 2001. Drawing will be held the week of April 16, 2001.

Send your completed entry to:

California State Personnel Board, Test Validation and Construction Unit,  
Testing Essentials Crossword Puzzle  
801 Capitol Mall, ms-37, Sacramento,  
CA 95814